



Utkarsh Small Finance Bank

November 9, 2024

The BSE Limited
543942, 958095, 959644, 968226, 975790

National Stock Exchange of India Limited
UTKARSHBNK

Dear Sir/Madam,

Sub: Investor Presentation

Further to our letter dated November 06, 2024 intimating about Earnings Conference Call, please find attached Investor presentation which will be referred during the earnings call with analysts and investors for the financial results of the Bank for the quarter & half year ended September 30, 2024.

This is for your information and records.

Thanking You
For **Utkarsh Small Finance Bank Limited**

Muthiah Ganapathy
Company Secretary & Compliance Officer
ICSI Membership No: F5674

Registered & Corporate Office

Utkarsh Tower, NH-31 (Airport Road) Sehmalpur, Kazi Sarai, Harhua, Varanasi, Uttar Pradesh - 221105.
CIN: L65992UP2016PLC082804 | ☎ 0542-6605555 | 🌐 www.utkarsh.bank



Utkarsh Small Finance Bank
Aapki Ummeed Ka Khaata

INVESTOR **PRESENTATION**

Q2 FY25

Key Highlights Q2 & H1, FY25



01

Gross loan portfolio growth 28% YoY, deposits growth 40% YoY

02

Consistent increase in share of secured loan portfolio – 38% as on September 30, 2024; optimizing disbursement yields across secured asset classes – yield for MSME & HL improved by 50-80 bps over same quarter last year

03

Continued healthy traction in Retail Term Deposits Acquisition – Retail Term Deposits grew 48% YoY

04

Operating profit (pre-provisions) of ₹588 crore in H1, FY25 (YoY growth 28%) & ₹276 crore in Q2, FY25 (YoY growth 16%)

05

NIMs at 9.1% & Cost-income ratio at 56.1% for H1, FY25 (8.8% & 58.2% respectively for Q2, FY25)

06

Profit after tax of ₹189 crore in H1, FY25 & ₹51 crore in Q2, FY25;
RoA & RoE at 1.5% & 12.3% for H1, FY25 (0.8% and 6.6% for Q2, FY25)

07

Net NPAs at 0.89% as on Sep-24; Carrying floating provision of ₹190 crore; overall provision cover (including floating provision) at 77.7%

Key Highlights Q2 & H1'FY25



NETWORK	ASSETS	LIABILITIES	FINANCIAL PERFORMANCE		CAPITAL STRUCTURE	ASSET QUALITY
			H1 FY25	Q2 FY25		
<p>967 vs. [871] Banking Outlets</p> <p>26 States & UTs</p> <p>19,074 vs. [16,364] Employees</p>	<p>₹19,101 cr. vs. [₹14,892 cr.] Gross Loan Portfolio</p> <p>28.3% Gross Loan Portfolio Growth YoY</p> <p>38% vs. [34%] Share of Secured Loans in Gross Loan Portfolio</p>	<p>₹19,496 cr. vs. [₹13,965 cr.] Deposits</p> <p>39.6% / 47.6% Deposits / RTD Growth YoY</p> <p>68% vs. [66%] Share of CASA + Retail Term Deposits</p>	<p>₹189 cr. vs. [₹222 cr.] Profit After Tax</p> <p>₹588 cr. vs. [₹459 cr.] Pre-provisioning Operating Profit</p> <p>56.1% vs. [56.7%] Cost to Income</p> <p>1.5% / 12.3% vs. [2.3% / 19.3%] RoAA / RoAE</p>	<p>₹51 cr. vs. [₹114 cr.] Profit After Tax</p> <p>₹276 cr. vs. [₹238 cr.] Pre-provisioning Operating Profit</p> <p>58.2% vs. [56.5%] Cost to Income</p> <p>0.8% / 6.6% vs. [2.3% / 18.2%] RoAA / RoAE</p>	<p>₹3,125 cr. vs. [₹2,687 cr.] Capital + Reserves</p> <p>22.4% vs. [24.8%] CRAR</p> <p>93.0%* vs. [100.8%] CD Ratio</p>	<p>3.9% vs. [2.8%] Gross NPAs</p> <p>0.89% vs. [0.16%] Net NPA</p> <p>77.7% vs. [94.6%] Provision Coverage Ratio (incl. floating provision)</p>

Figures in [] represent H1'FY24 / Q2'FY24

*CD Ratio at 86% excl. advances against which refinance is raised



Journey and Franchise

Portfolio Build Up

Deposits Build Up

Financial Performance

Technology, ESG & CSR



Journey and Franchise



Committed journey of ~15 years from Microfinance to Small Finance Bank to Listed Company

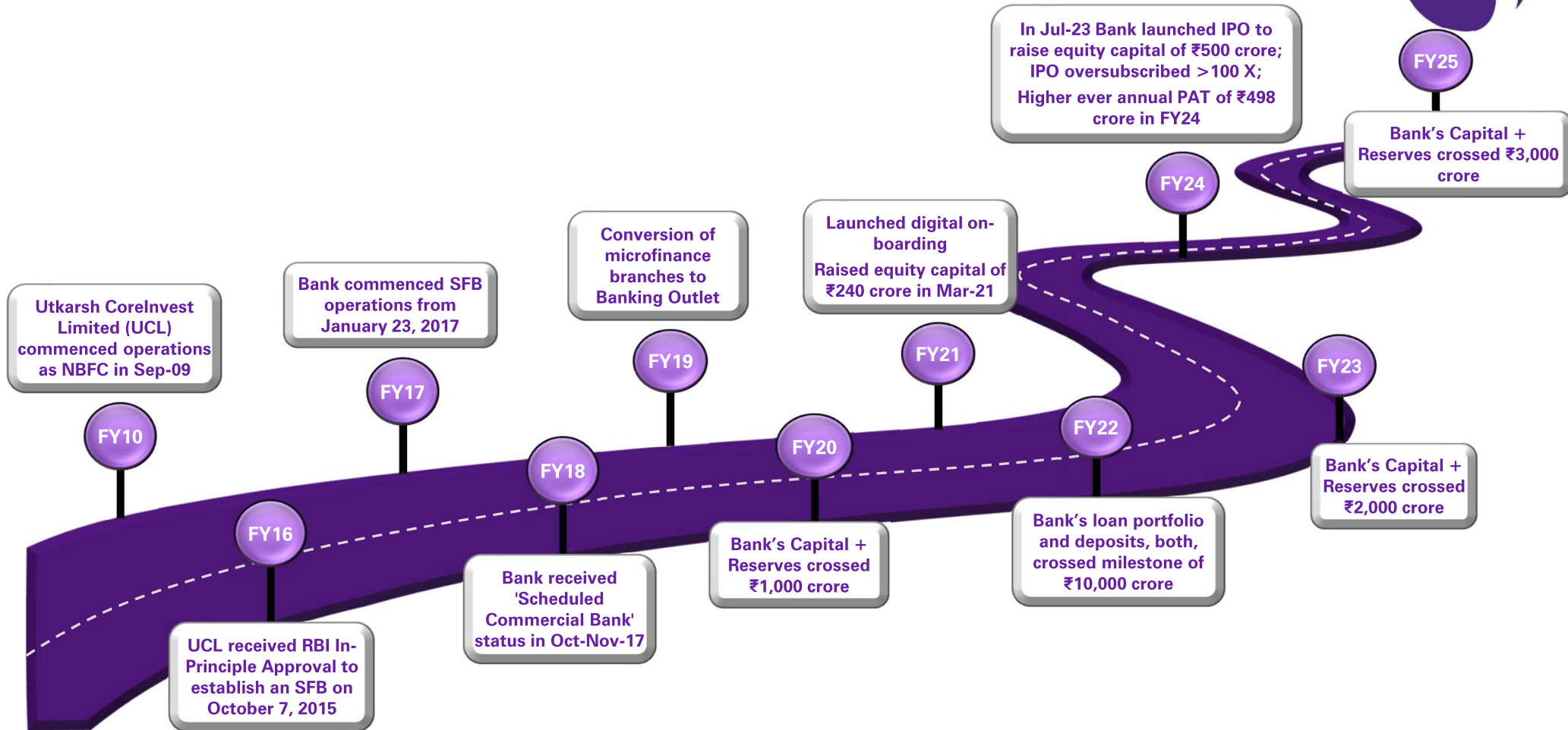


Significant presence in rural & semi urban locations and under penetrated States of the Country



Differentiated branch network to ensure relevant product offerings for customers & ensuring cost efficiency of operations

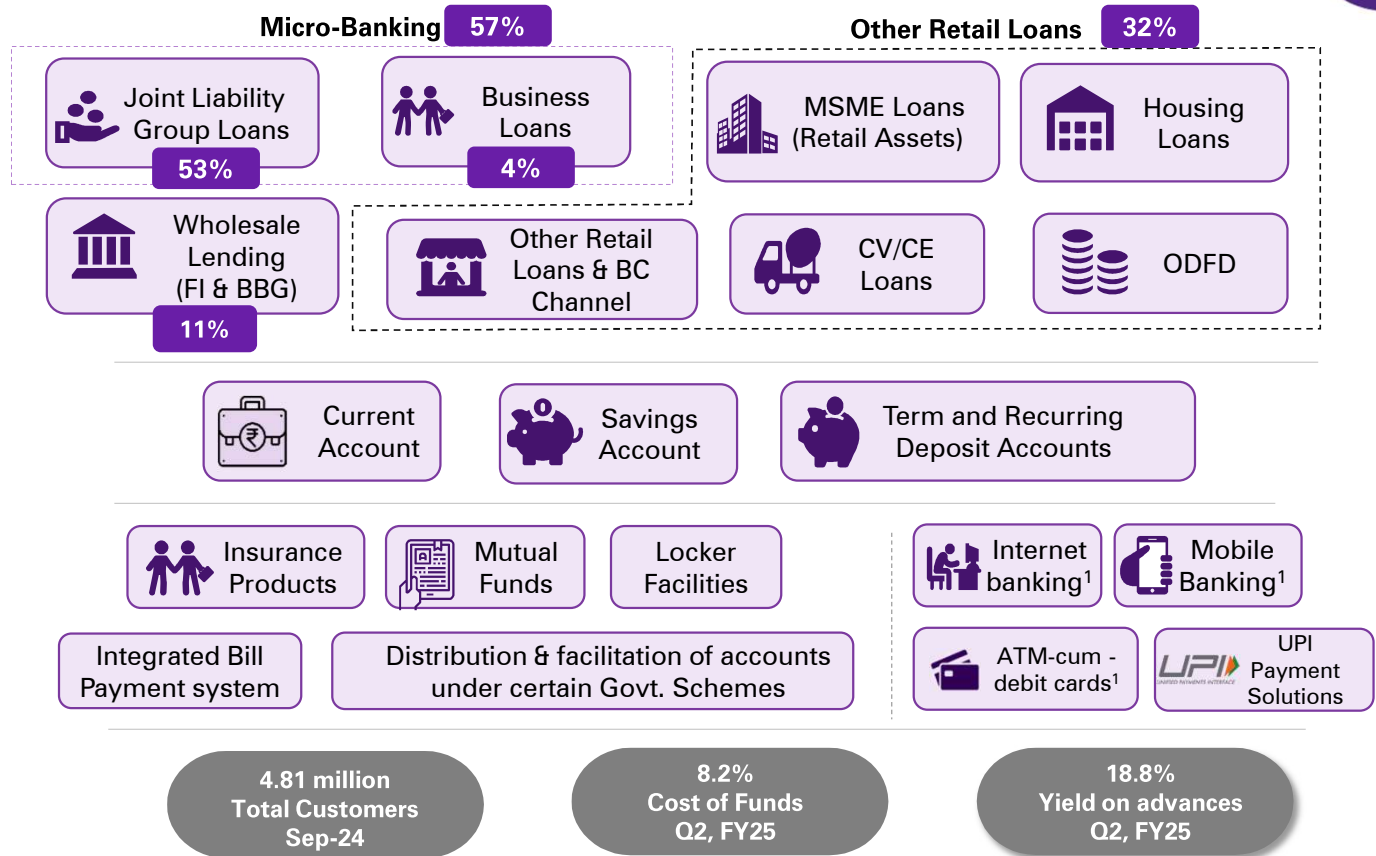
Utkarsh Journey



Business Overview



Focus on Financial inclusion, offer a range of financial products and services that address the specific requirements of customer segments

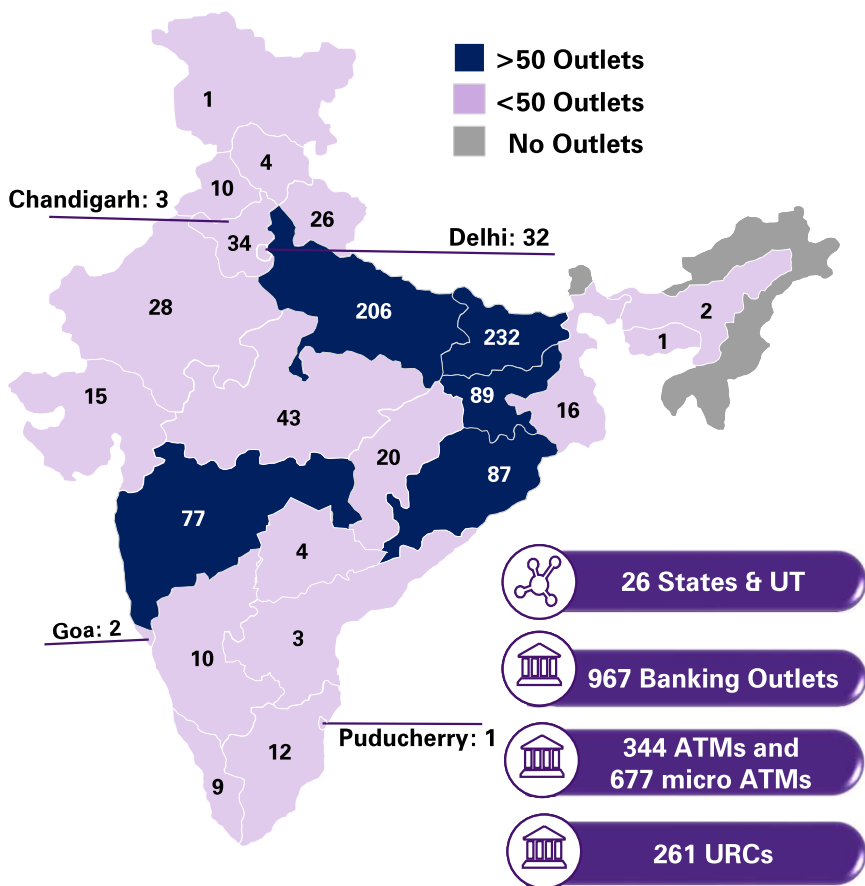


Portfolio split % (Sep'24) ¹ Other Distribution channels

Diversified distribution network



Extensive physical network of Banking Outlets (Sep'24)



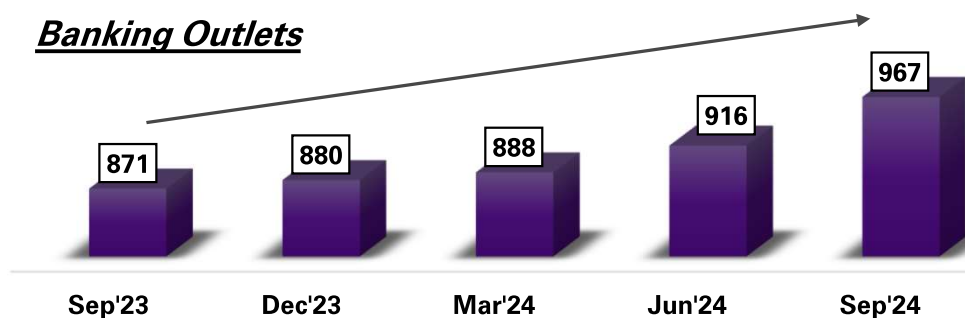
Map not to scale

Potential for Retail Assets within existing Branches (Sep'24)

STATES	Total Banking Outlets	MB Outlets	GB Outlets	MSME Locations	HL Locations	Wheels Locations
Bihar	232	213	19	9	3	4
Uttar Pradesh	206	158	48	18	14	25
Jharkhand	89	78	11	3	1	3
Odisha	87	80	7	2	2	-
Maharashtra	77	39	38	19	12	-
NCT Of Delhi	32	4	28	3	1	1
Other States	244	95	149	32	24	13
TOTAL	967	667	300*	86	57	46

During H1 FY25, opened 79 branches (55 MB & 24 GB branches)

Banking Outlets



*Includes 10 Combo Branches

Strategies



Continue diversifying asset portfolio

- ❑ Consistently increase share of secured loans in portfolio mix
- ❑ Leverage wide base of existing customers in the unserved and underserved segments
 - Extend products offering from JLG loans to individual loans, affordable housing and other new products
- ❑ Focus on offering working capital and term loans to MSMEs, small and medium sized corporates, institutional customers
- ❑ Cross-sell to existing clients on-boarded through existing network in urban and metro locations

Grow retail deposits mix across geographies and customer segments to build stable funding source

- ❑ Enter newer geographies including top 100 cities in terms of overall deposits, to grow the bank deposit base
- ❑ Strengthen liability franchise by continuing focus on CASA and retail deposit base
- ❑ Enhance digital offering at various touch points of customer life cycle

Increase share of fee income and capitalize on cross-selling opportunities

- ❑ Generate fee income from own products and cross-selling third-party products
- ❑ Engaged with various partners in offering these products and intend to continue to develop newer partnerships
- ❑ Provide various payment solutions and other relevant services to increase the fee income

Increasing use of technology and digital offerings for last mile delivery to customers

- ❑ Continue to invest in technology as a means of improving customer experience
- ❑ Increase focus on applying the data gathered over the years by creating customized analytical decision models to enhance underwriting and collection procedures



CULTURE



PROCESS



GROWTH



Portfolio Build-up



Loan portfolio grew 28% YoY



Rural & semi urban franchise, deep rooted understanding of our core geographies, proven track record - key strength of our micro-banking lending



Increasing share of secured lending with build-up of MSME, Housing & CV / CE loan book

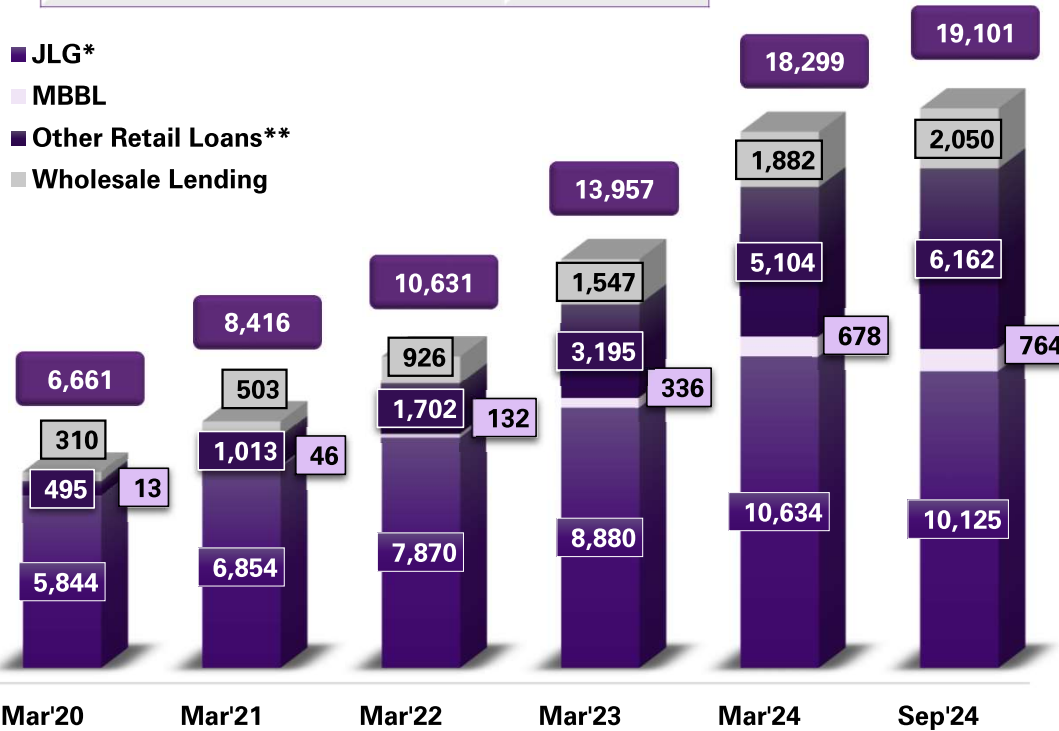
Loan Portfolio Build-up

All Amounts in ₹ Crores

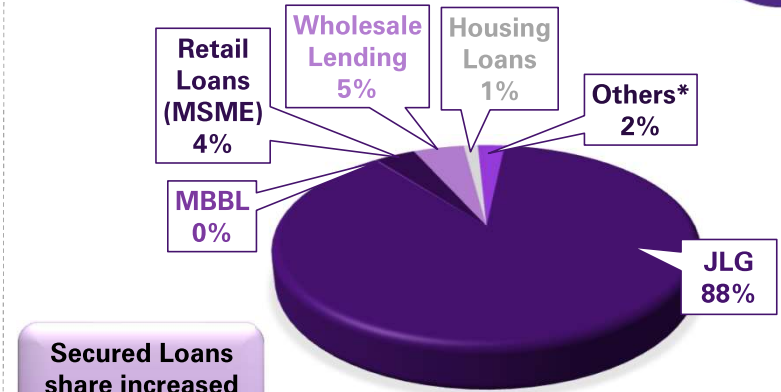


Product	CAGR% (FY20-H1 FY25)
Joint Liability Group Loans (JLG)*	13%
Micro-Banking Business Loans (MBBL)	149%
Other Retail Loans**	75%

- JLG*
- MBBL
- Other Retail Loans**
- Wholesale Lending

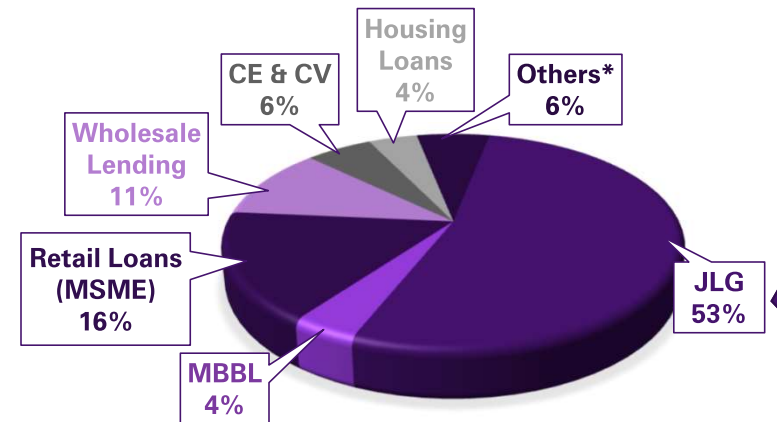


Loan Book (Mar-20)



Secured Loans share increased to 38%

Loan Book (Sep-24)



*Others includes OD Against FD, Personal Loans, Gold loans & BC channel

*Excluding BC JLG portfolio; including BC JLG, JLG loan book is ₹10,626 crore (56% of total portfolio) as of Sep-24;

**Includes MSME, Housing, CE & CV, BC channel, Personal Loans, OD Against FD and others



Micro-Banking Lending

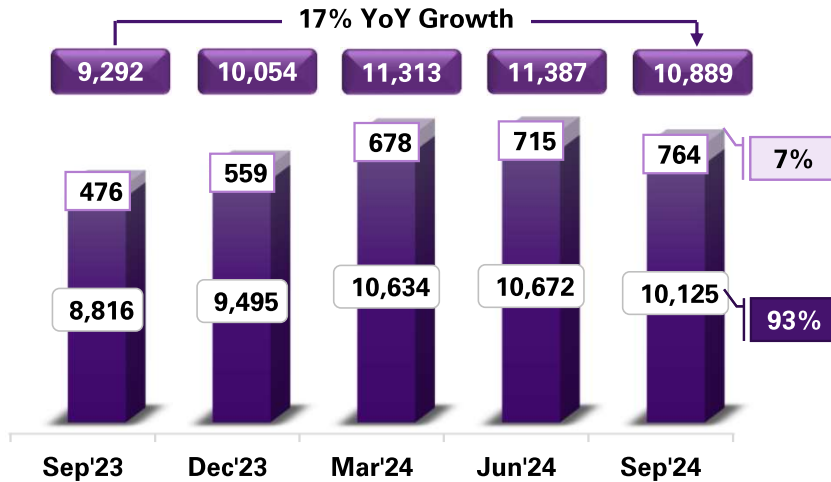


Micro-Banking Lending

All Amounts in ₹ Crores



Portfolio Outstanding

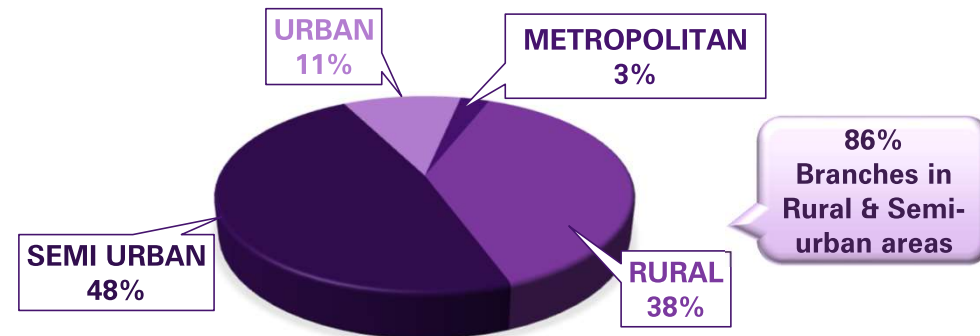


■ Joint Liability Group Loans ■ Micro-Banking Business Loans*

	JLG	MBBL
Customer Base	> 30 Lakh	> 96k
Portfolio	₹10,125 Crore	₹754 Crore
Average Ticket Size (Disbursements)	~₹50k	~₹1.1 Lakh
Average Ticket Size (Portfolio)	~₹33k	~₹78k

MBBL penetration level ~3%, significant potential to grow

Demographic Break up of MB Outlets



- Rural and semi-urban presence – 86% MB branches in rural and semi urban locations
- Loan book declined in Q2, FY25 as Bank slowed down on disbursements, focus shifted towards collections
- Opened saving accounts for ~61% of micro-banking customers, build customer connect stronger

*includes PM SVANidhi & PM Vishwakarma loan portfolio of ₹10 crore

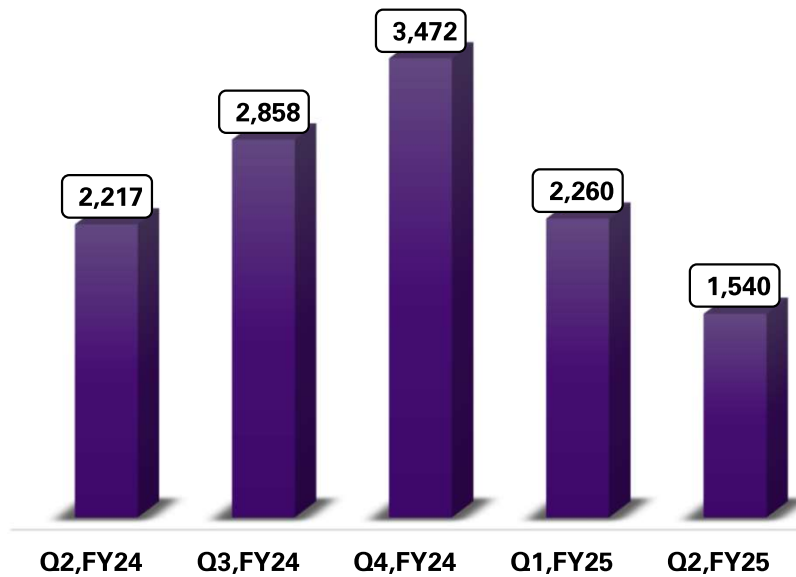
Joint Liability Group (JLG) Lending

All Amounts in ₹ Crores

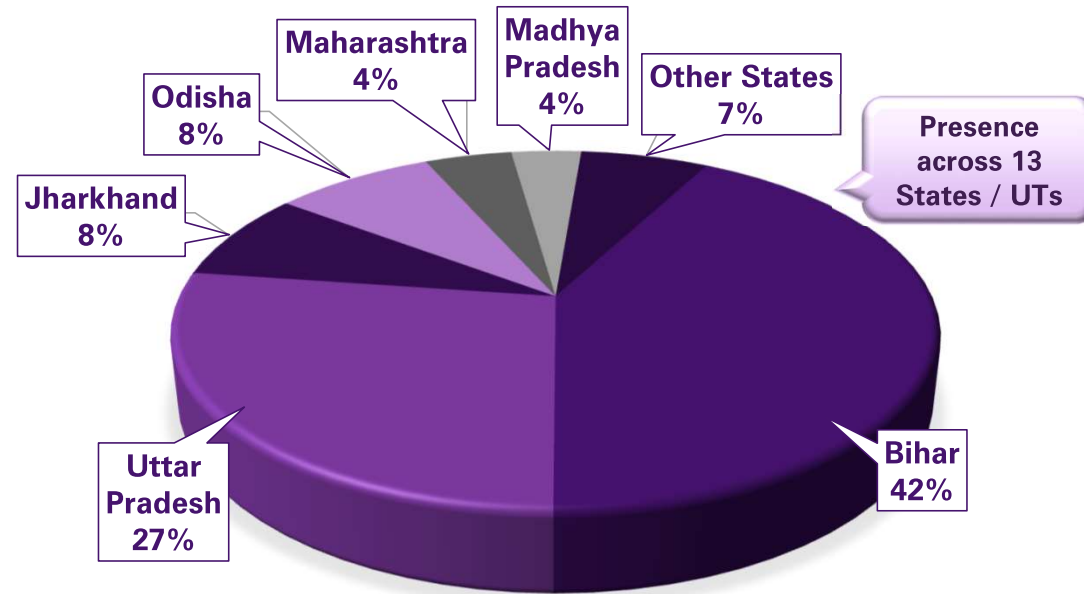


Portfolio 8,816 9,495 10,634 10,672 10,125

Disbursements



Geographical Split of JLG Portfolio



- Slowed down on JLG disbursements in Q2, FY25 considering weakness in collection efficiency and asset quality / borrower level over-leveraging concerns; implemented MFIN recommendations from August 1, 2024
- Large franchise with customer base of >30 lakhs
- Digital collections through customized UPI QR code / BBPS

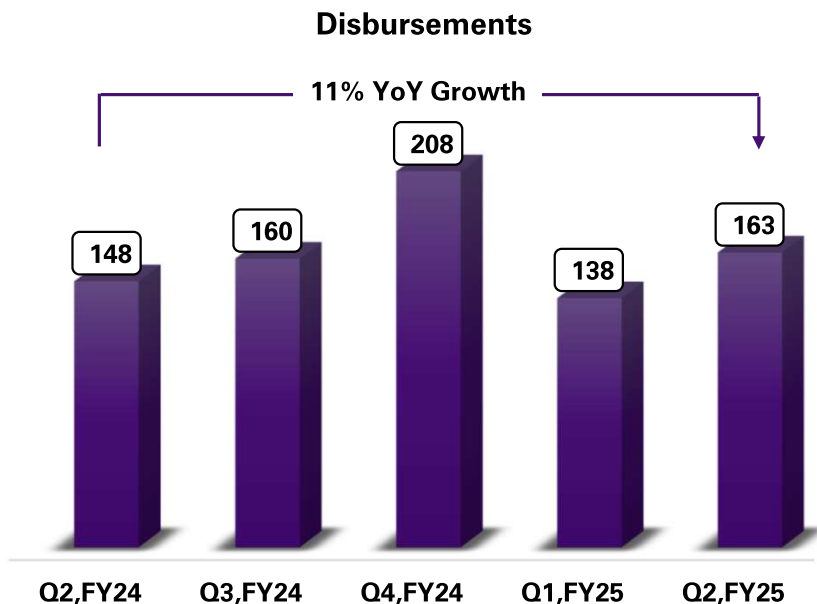
Micro-Banking Business Loans

All Amounts in ₹ Crores

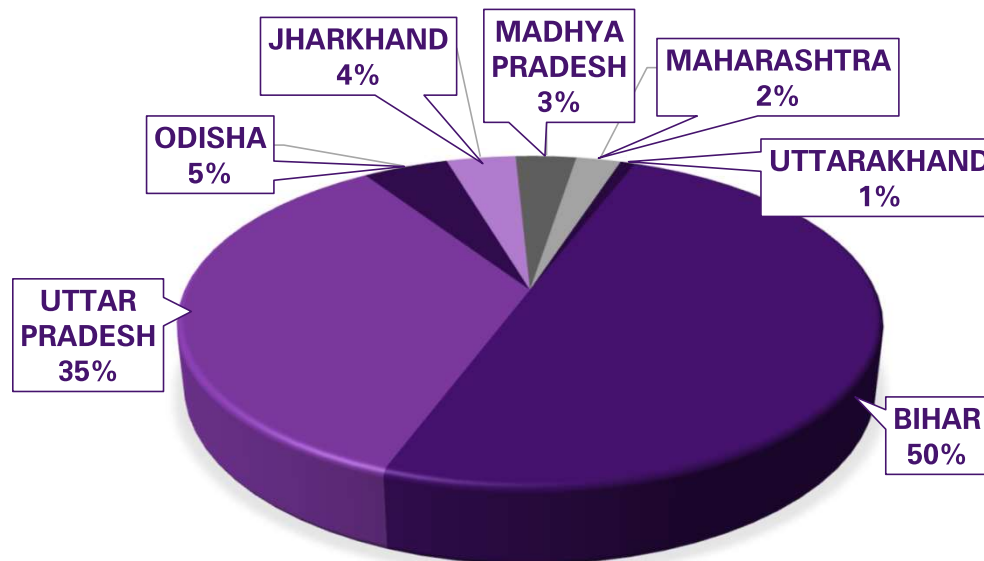


Portfolio 470 553 671 706 754

Disbursements



Geographical Split of Portfolio



- Micro-Banking Business Loan (MBBL) scaling up on track with YoY loan book growth 60%
- Significant potential to grow considering large JLG client base of the Bank
- Collection largely digital - through direct account debit



Other Retail Lending

MSME (Retail Assets)



Housing Loans



CE & CV Loans

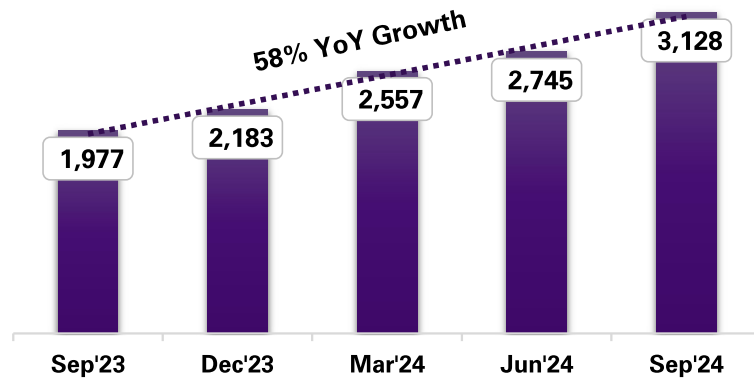


MSME (Retail Assets) Lending

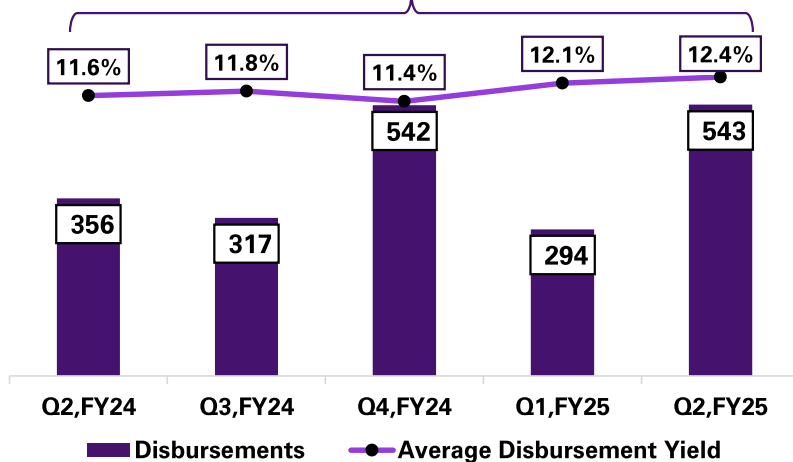
All Amounts in ₹ Crores



Portfolio Outstanding



Disbursements (53% YoY Growth)



Secured Business Loans (LAP)



Unsecured Business Loan



Micro LAP / Overdraft

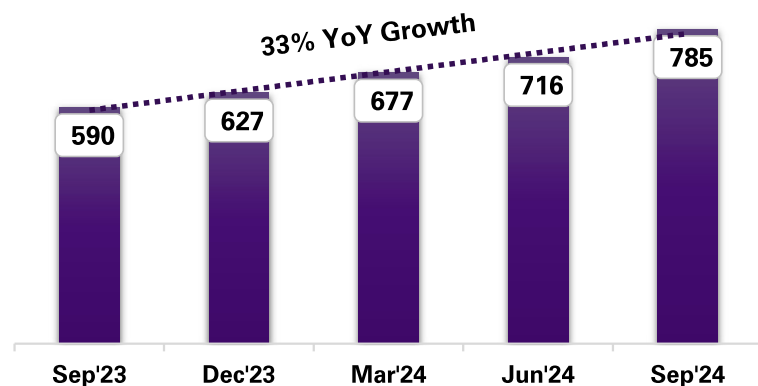
- Significant presence in our core geography
- Offering MSME product (small business segment) through 86 branches, significant headroom to expand within existing branches
- Largely secured lending (>95%)
- Average ticket size of loan book ~₹25-35 lakh
- Consistently optimizing our disbursement yields – improved by 80 bps over same quarter last year

Housing Loans

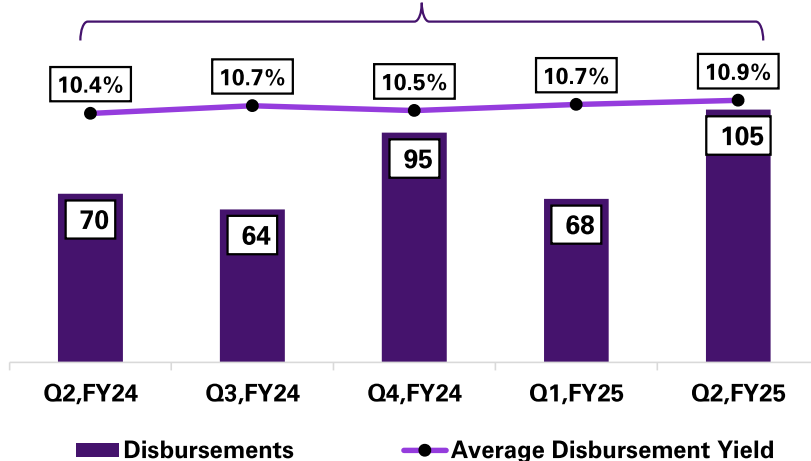
All Amounts in ₹ Crores



Portfolio Outstanding



Disbursements (50% YoY Growth)



Retail Housing Loans

Affordable Housing

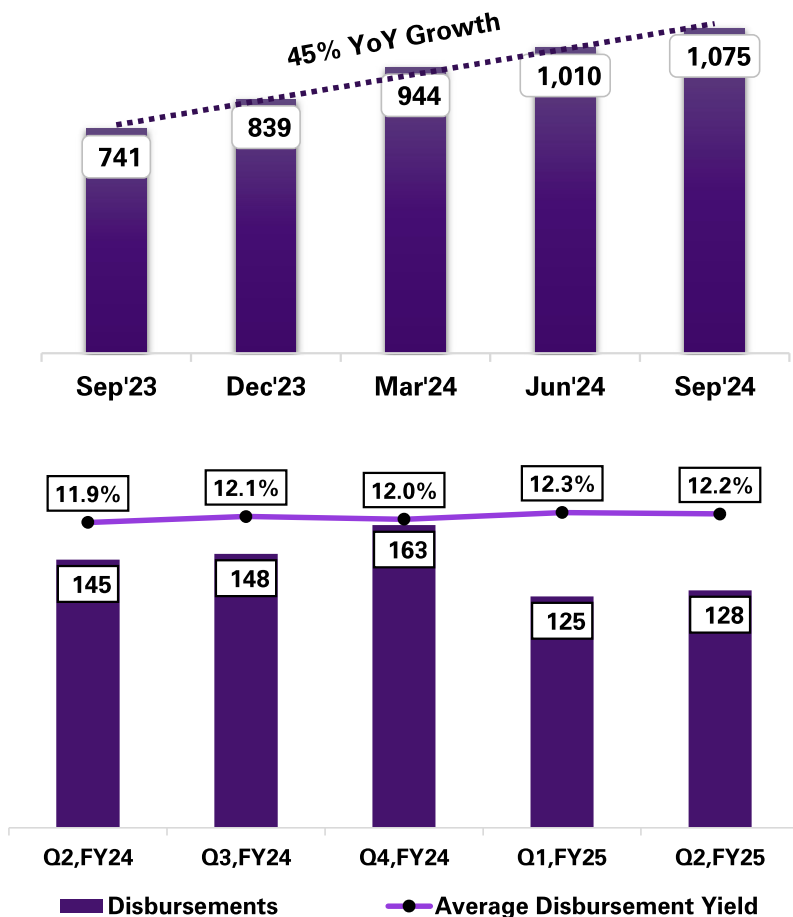
- Significant presence in our core geography
- Currently offering HL product from 57 locations, significant headroom to expand within existing branches
- Housing loans up to ₹35 lakh account for ~64% of housing loan portfolio
- >3,500 customers – Average ticket size of loan book ~₹20-25 lakh
- Consistently optimizing our disbursement yields – improved by 50 bps over same quarter last year

CE & CV Loans

All Amounts in ₹ Crores



Portfolio Outstanding



CV (New)	CE (New)	CV & CE (Used)
• 88% of total portfolio	• 8% of total portfolio	• 4% of total portfolio

- Lending primarily to small fleet operator segment
- Currently offering CE & CV product through 46 branches, significant headroom to expand within existing branches
- Currently operating primarily in our core geographies
- >3,400 customers - Average ticket size of loan book ~₹30-35 lakh
- Consistently optimizing our disbursement yields - improved by 30 bps over same quarter last year

Geographical Split of Other Retail Lending

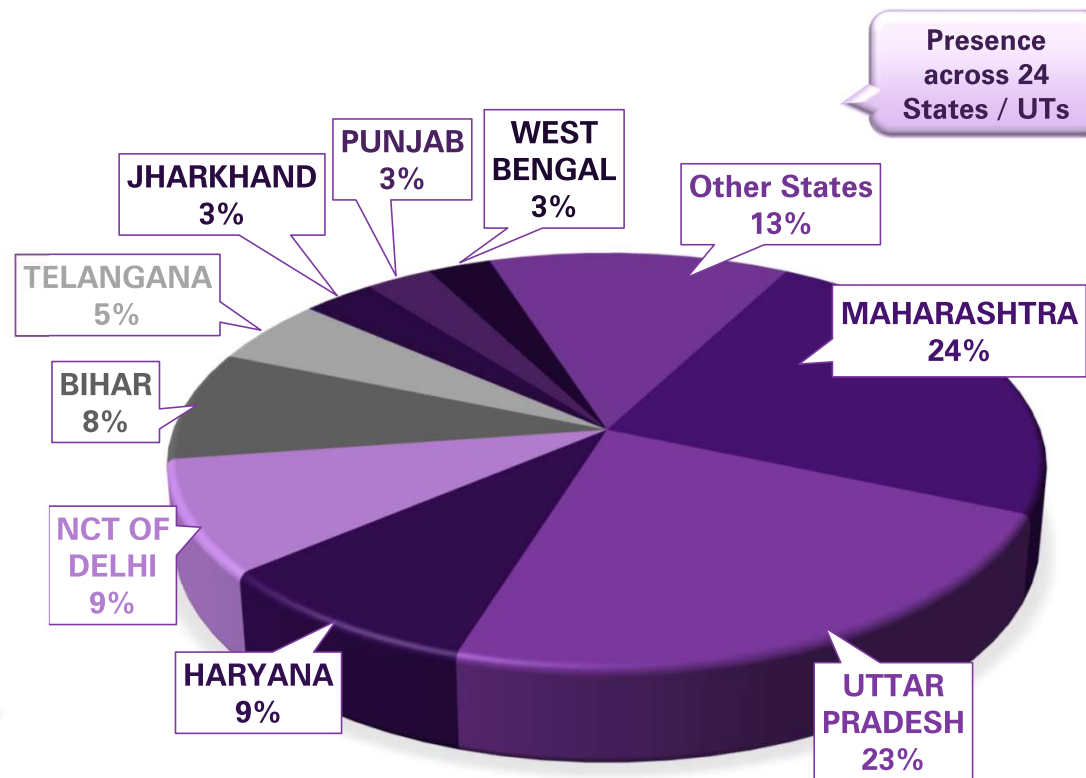
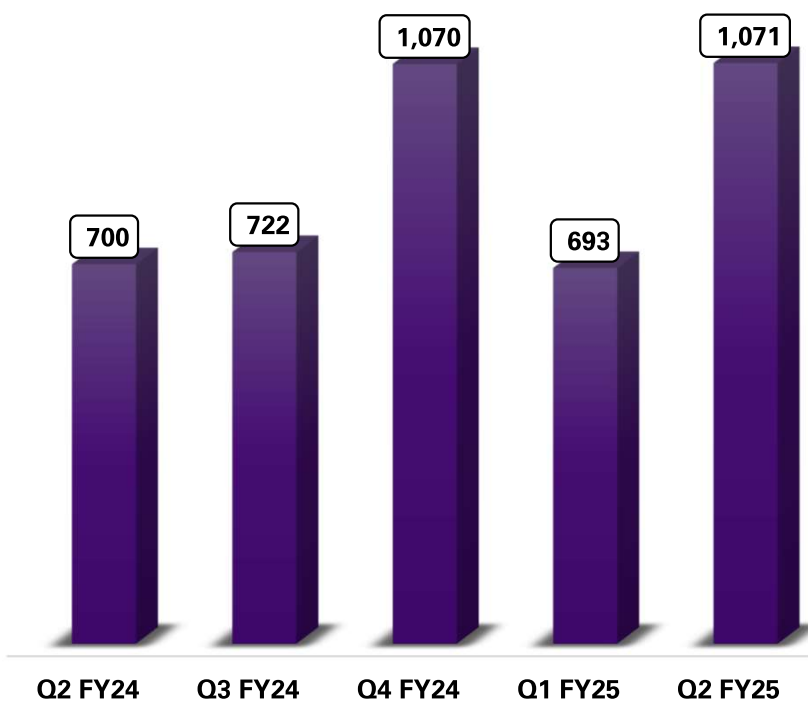
All Amounts in ₹ Crores



Portfolio 3,928 4,593 5,104 5,539 6,162

Geographical Split of Other Retail Lending Portfolio

Disbursements



- Other Retail Lending excl. Micro-Banking & Wholesale Lending and Incl. MSME, Housing, CE & CV, BC channel, Personal Loans, OD Against FD and others

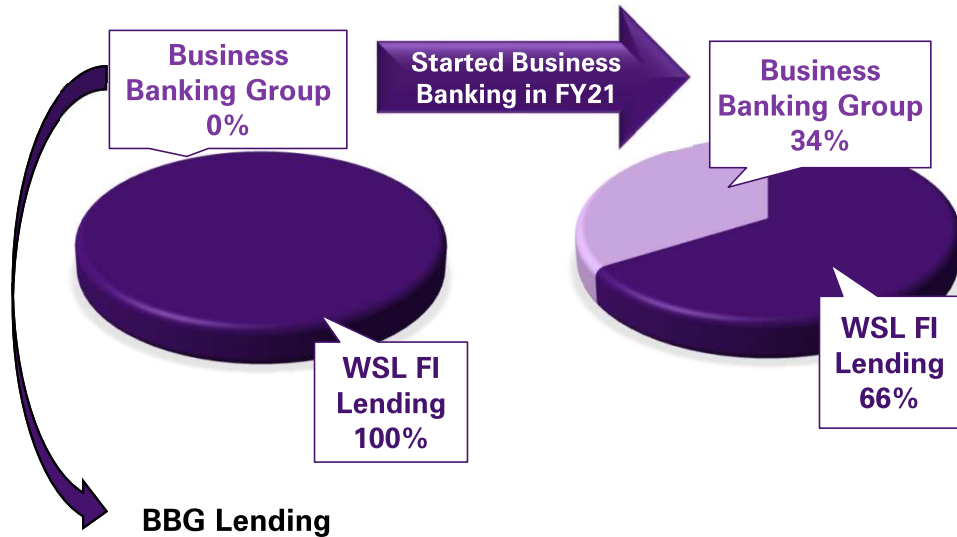
Wholesale Lending

All Amounts in ₹ Crores



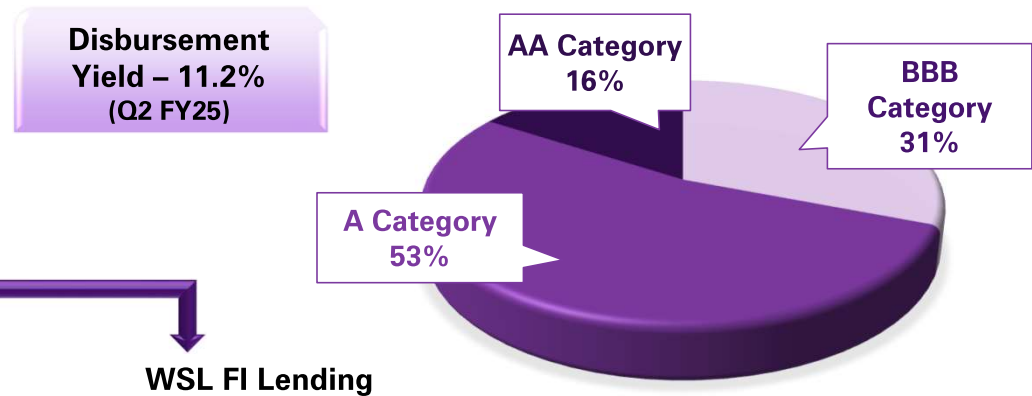
Portfolio Break up (Mar-20)

Portfolio Break up (Sep-24)



WSL	Sep-24	Sep-23	Jun-24
Portfolio O/s	₹2,050	₹1,672	₹1,872
Share in Gross Loan Portfolio	11%	11%	10%

Rating Wise WSL FI Portfolio Break up



- Small to medium size corporates (SME segment)
- ~180 customers; Average ticket size - ~₹4 crore
- Primarily operating account through OD / DLOD product
- Entire book secured against collateral of immovable properties with cover of >100%

- ~70% of book credit rated "A" category or higher by external credit rating agencies
- ~70 customers; Average ticket size of outstanding loan ~₹15-20 crore



Deposits Build-up



Deposits grew by 40% YoY; Retail Term Deposits grew 48% YoY



Expanded General Banking Franchise significantly



Targeting top-100 deposits centres of the country



Focus on building retail franchise

Deposits Trend & Composition

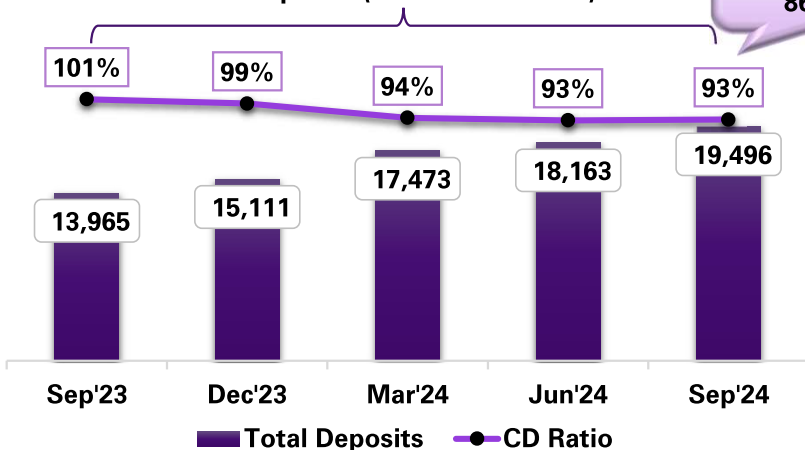
All Amounts in ₹ Crores



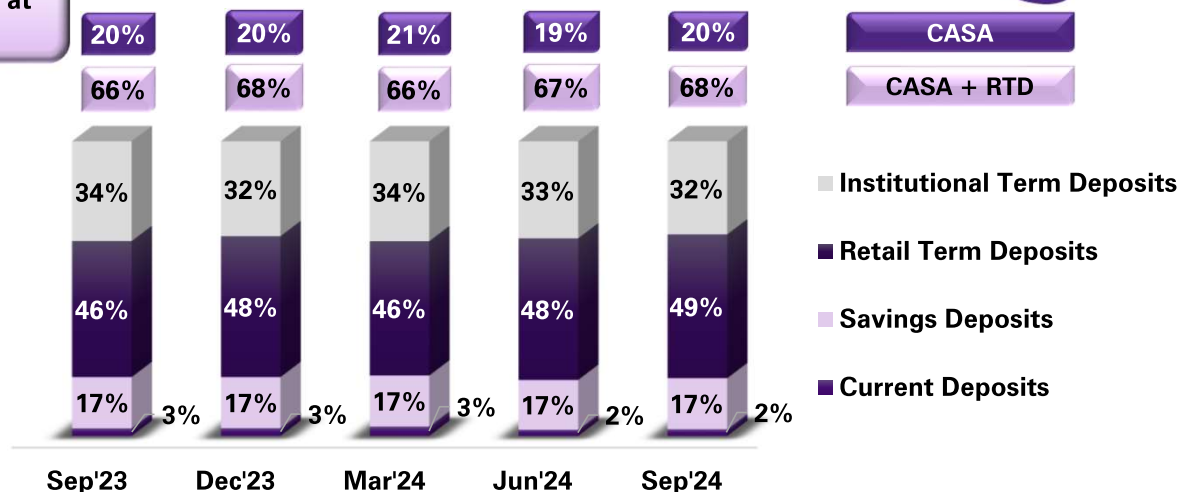
Deposits Trend

Deposits (40% YoY Growth)

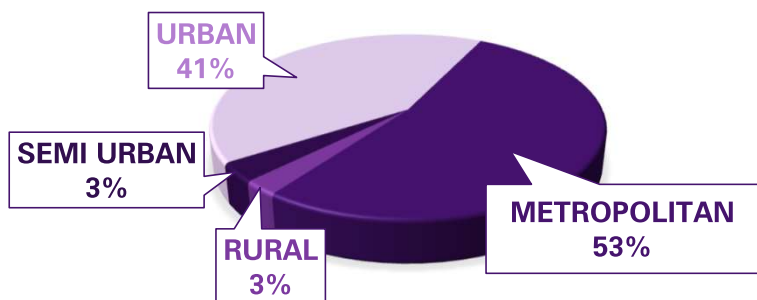
CD ratio (excl. refinance) at 86%**



Deposits Composition



Demographic Profile of Deposits* (Sep-24)



Branch Vintage	GB Branches
< 1 year	31
1-2 year	60
2-3 year	53
> 3 year	156
Total	300

~48% of the branches are <3-year vintage

RTD grew by 48% YoY to ₹9,518 crore vs. ₹6,448 crore (₹8,729 crore Jun-24)

#As per change in regulatory norms, Retail Term Deposits threshold considered as <₹3 crore from Jun-24 onwards vs. <₹2 crore for earlier periods

*Excluding Deposits through Fintech & Bank Website

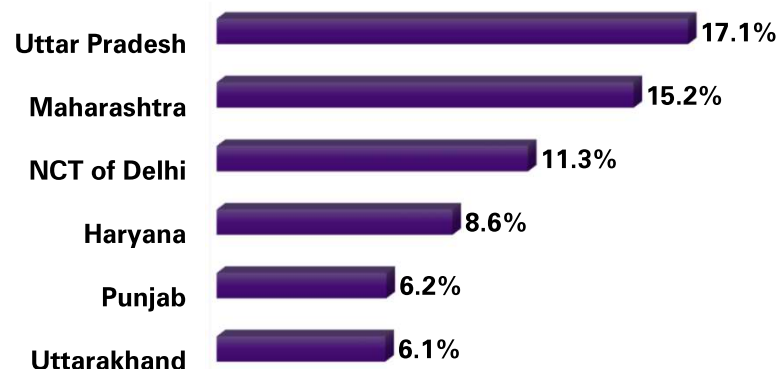
**CD Ratio excl. advances against which refinance is raised

Deposits Trend & Composition (Contd.)

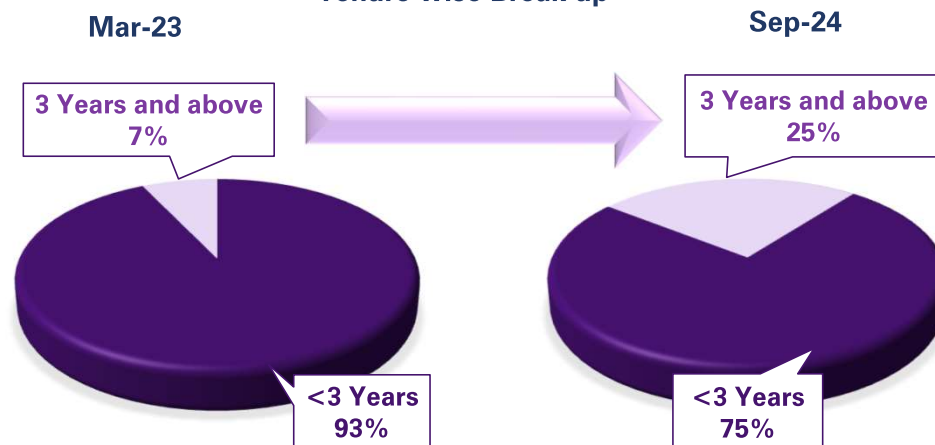
All Amounts in ₹ Crores



Geographically well diversified Deposits* mix

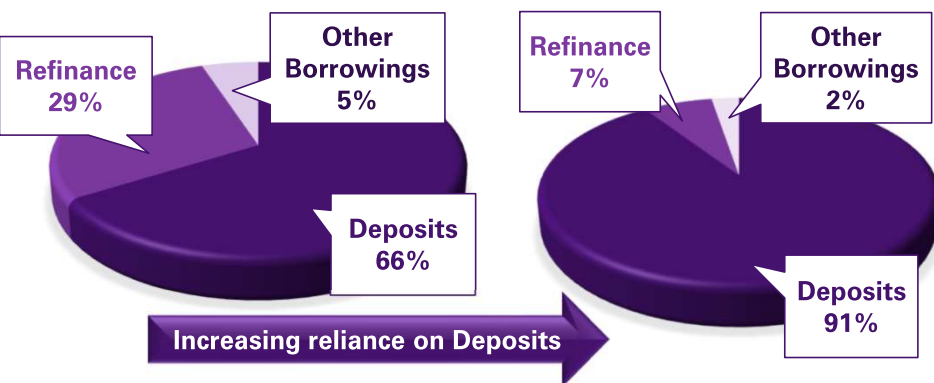


Retail Term Deposits Tenure wise Break up



Funding Mix (Mar-20)

Funding Mix (Sep-24)



Cost %	Q2 FY25
Term Deposits	8.7%
CASA	5.4%

< 1 Year Deposits (incl. CD) accounted for ~5.3% of Term Deposits

Long Term Credit Rating	
A+ (Stable) CARE	A+ (Stable) ICRA
Rating for certificate of deposit programme	
A1+ ICRA	

*Excluding Deposits through Fintech & Bank Website

Asset Quality Movement

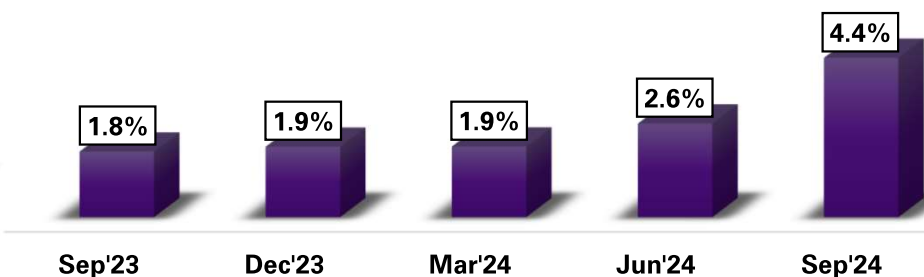
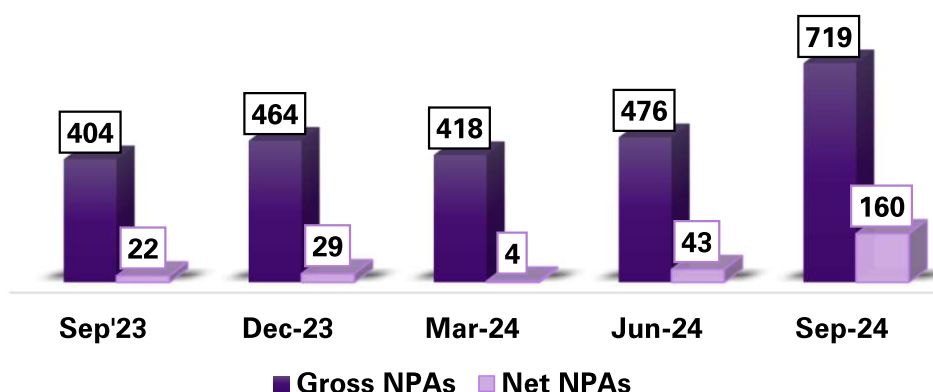
All Amounts in ₹ Crores



Write off	92	49	91	104	79
PCR%	94.6%	93.8%	98.9%	91.0%	77.7%

	Sep-23	Jun-24	Sep-24
Gross NPA %	2.8%	2.8%	3.9%
Net NPA %	0.2%	0.3%	0.9%

SMA 1 & 2 %



NPA Movement*	Q2 FY24	Q3 FY24	Q4 FY24	Q1 FY25	Q2 FY25
Opening GNPA	431	404	464	418	476
Additions during the period	98	136	93	180	356
Reductions during the period					
Up-gradations & Recoveries	34	26	49	18	33
Write-offs	92	49	91	104	79
Closing GNPA	404	464	418	476	719

Provisions Break-up

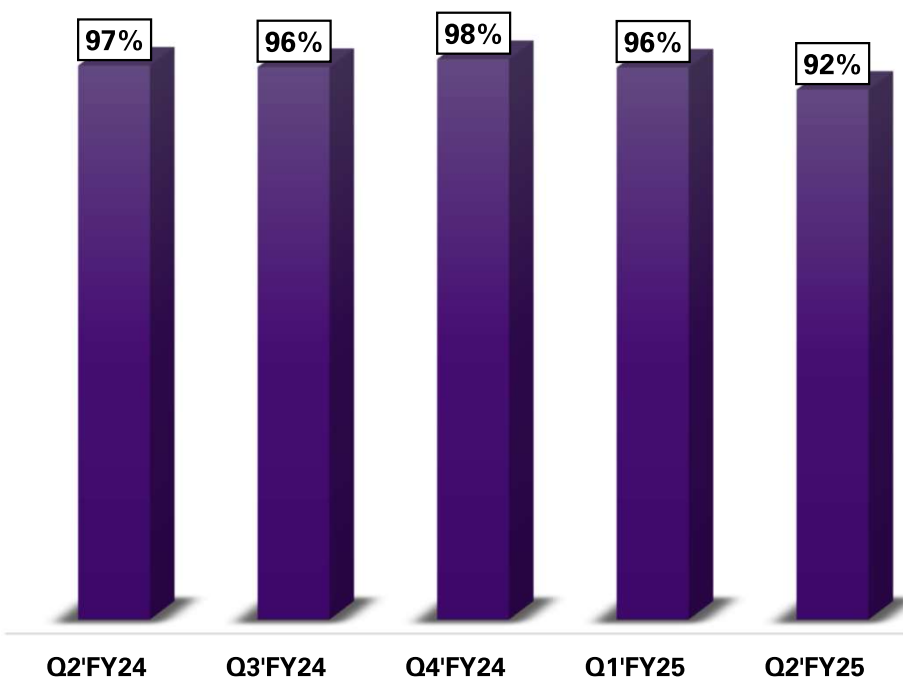
Particulars	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24
NPA Provision	262	301	264	264	369
Floating Provision	120	134	149	169	190
Provision for standard restructured	2	2	2	1	1
Standard Provision	68	72	78	80	85
Total Provisions	452	509	493	514	646

*NPA Movement based on quarter-end NPAs

Micro-Banking – Asset Quality



**Collection Efficiency
(excl. Pre-Payments)**



	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24
SMA 0 %	0.9%	0.8%	0.5%	1.8%	4.3%
SMA 1 %	0.7%	0.7%	0.5%	1.2%	2.6%
SMA 2 %	0.8%	0.9%	1.1%	1.2%	2.4%
NPA %	3.6%	3.8%	2.9%	3.1%	5.3%

- Collection efficiency & asset quality weakened on account higher leverage level at borrower level and weakened discipline level for centre meetings continuing from covid times
- Strengthening collection efforts and dedicated teams for collections / supervisors at field level to improve collection efficiency



Financial Performance



Stable & consistent financial performance



Focus on cost efficiency resulting healthy cost income ratio



Healthy Operating Profitability

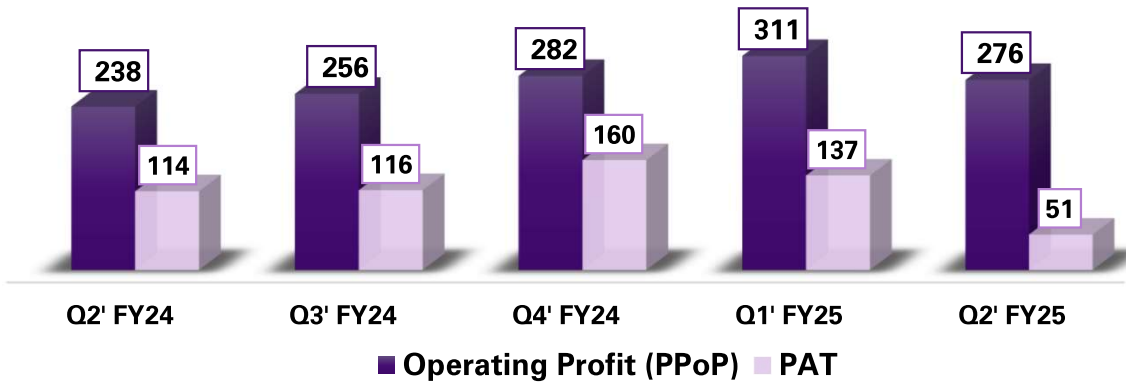


Building floating provision to ensure resiliency

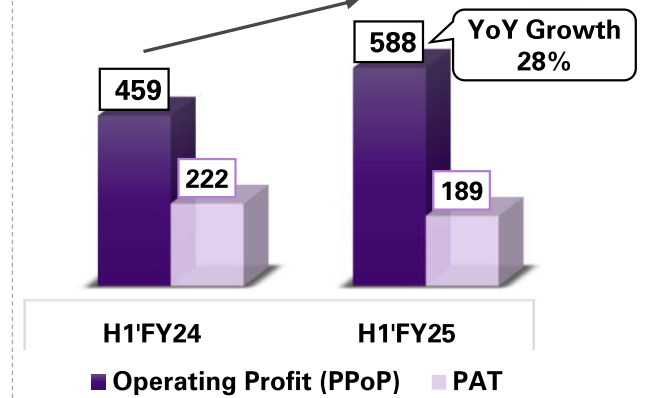
Enduring Profitability Metrics



Operating Profit & PAT – Quarterly Trend (₹ in crores)

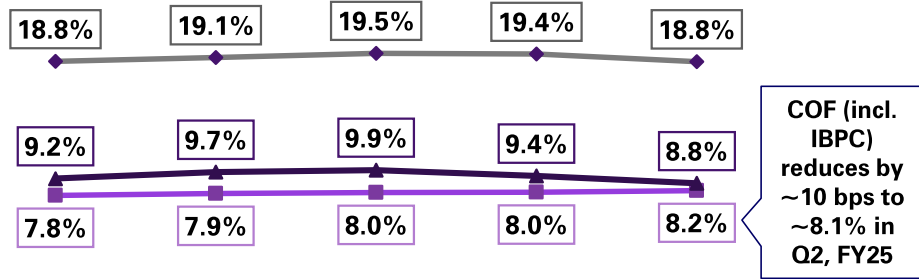


YTD Operating Profit & PAT (₹ in crores)



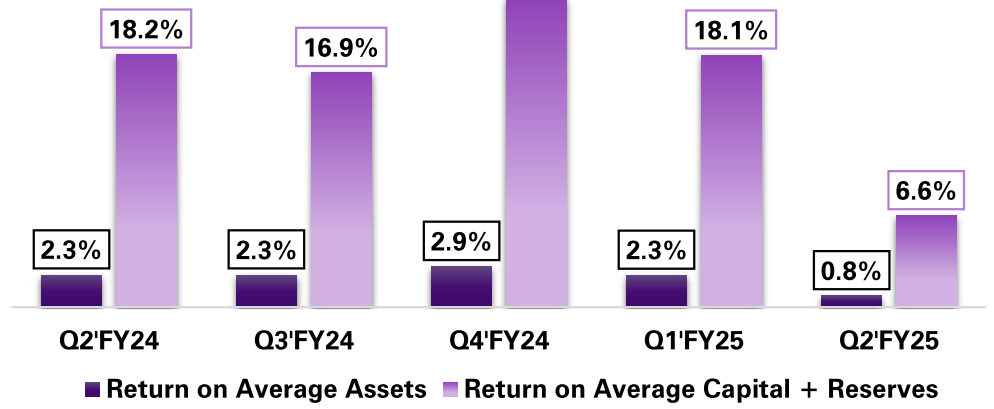
18.8% / 7.7% / 9.1%
H1 FY24

19.1% / 8.1% / 9.1%
H1 FY25



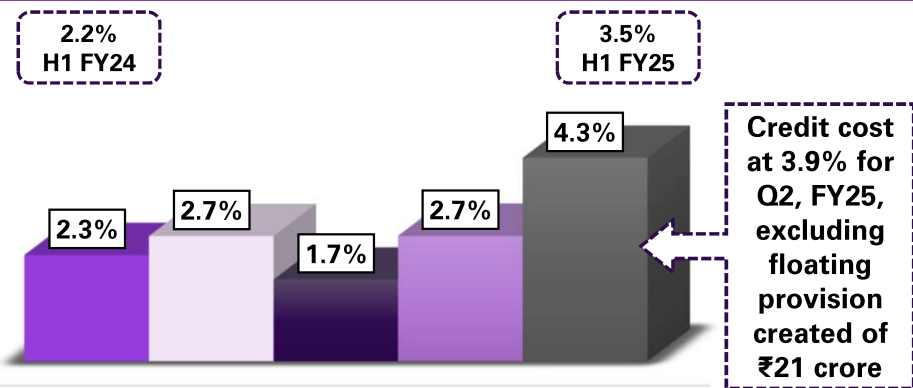
2.3% / 19.3%
H1 FY24

1.5% / 12.3%
H1 FY25



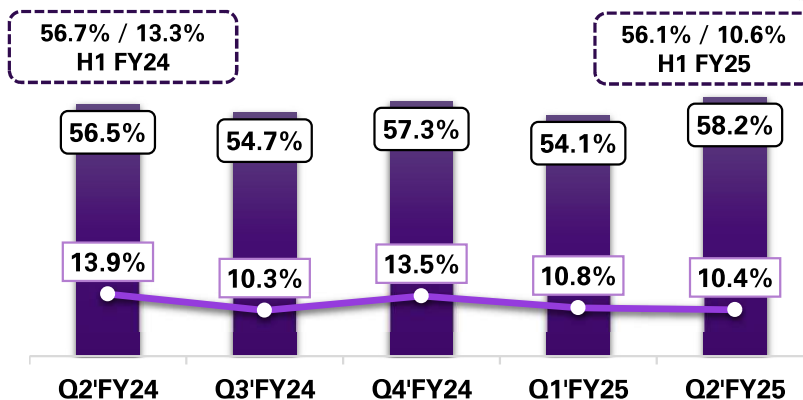
Note - Ratios basis monthly average balances

Enduring Profitability Metrics (Contd.)

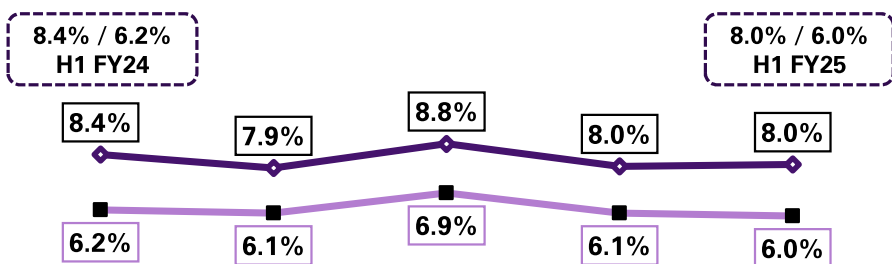


Credit Cost

■ Q2'FY24 ■ Q3'FY24 ■ Q4'FY24 ■ Q1'FY25 ■ Q2'FY25

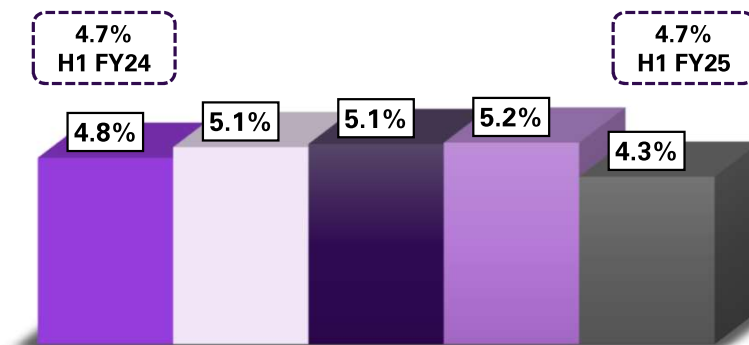


■ Cost to Income Ratio ■ Non-Interest income/Interest income



Q2'FY24 Q3'FY24 Q4'FY24 Q1'FY25 Q2'FY25

◆ OPEX on Advances ■ OPEX on Total Assets



Operating Profit as % of Avg. Total Assets

■ Q2'FY24 ■ Q3'FY24 ■ Q4'FY24 ■ Q1'FY25 ■ Q2'FY25

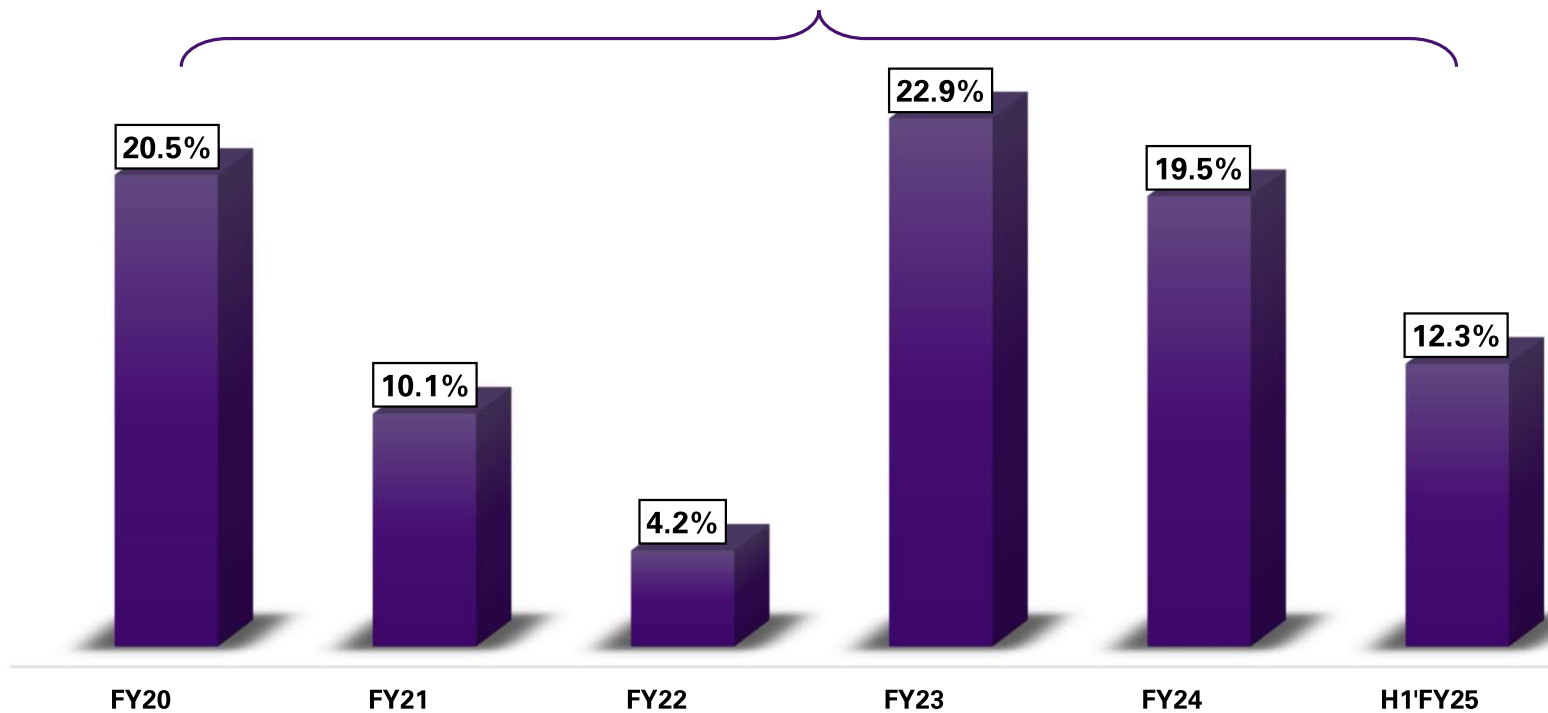
Note - Ratios basis monthly average balances

Cross-Cycle Return on Equity (RoE)

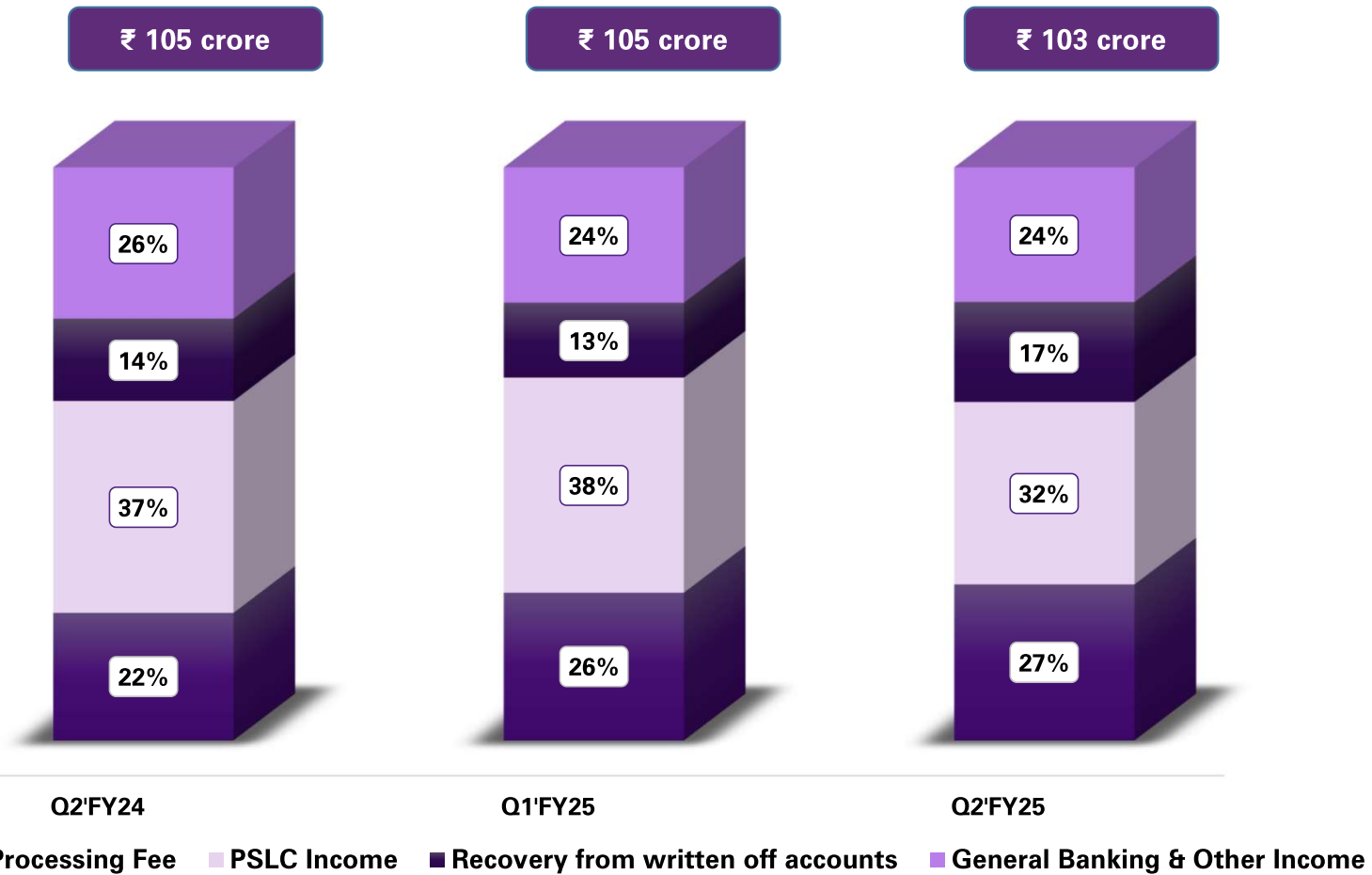


Additionally, built floating provision cushion during this period; ₹190 crore as on Sep-24

Average: 14.9%



Break-up of other income



FY25 Guidance



	FY25 Guidance (Earlier)	FY25 Guidance (Revised)
Deposits Growth (%)	Deposits growth to be higher than credit growth, reduction in CD ratio Improvement in share of CASA + RTD deposits	Deposits growth to be higher than credit growth, reduction in CD ratio Improvement in share of CASA + RTD deposits
Loan Book Growth (%)	~30%	18 - 20%
Share of secured loans	Increase in share of secured loans	Increase in share of secured loans
Credit Cost (%)	~2%	3.5 – 4.5%
Cost Income Ratio (%)	54 - 57%	57 - 60%
Return on Assets (%)	>2%	~1%
Return on Equity (%)	~18%	~7%

CRAR & Tier 1

All Amounts in ₹ Crores



Particulars	Sep-24	Sep-23	Jun-24
Risk Weighted Assets	14,565	10,906	13,358
Total Capital	3,267	2,707	3,096
Tier-I Capital	2,892	2,513	2,724
Tier-II Capital	375	194	373
CRAR	22.43%	24.82%	23.18%
Tier-I CRAR	19.85%	23.04%	20.39%
Tier-II CRAR	2.58%	1.78%	2.79%

Profit & Loss: For the quarter & half year ended September 30th, 2024

All Amounts in ₹ Crores



Particulars	H1'FY25	H1'FY24	Y-o-Y	Q2'FY25	Q2'FY24	Y-o-Y	Q1'FY25	Q-o-Q
INCOME	Audited			Audited			Limited Review	
Total Interest Earned	1,953	1,477	32%	987	756	30%	966	2%
Less : Interest Expense	822	613	34%	429	315	36%	393	9%
Net Interest Income	1,131	864	31%	558	442	26%	573	(3)%
Add : Other Income (Processing Fee on loans+ Transaction and other fee income + PSLC income + Write off Collections)	207	197	5%	103	105	(2)%	105	(2)%
Operating Income	1,339	1,061	26%	661	547	21%	678	(3)%
EXPENDITURE								
Operating Expenses	751	602	25%	384	309	24%	367	5%
Personnel Cost	416	347	20%	211	177	19%	205	3%
Other Operating Expenses	335	255	31%	174	132	31%	161	8%
Operating Profit	588	459	28%	276	238	16%	311	(11)%
Total provisions	333	160	108%	208	83	150%	125	67%
PBT	254	299	(15)%	68	154	(56)%	186	(63)%
Tax	66	77	(15)%	17	40	(58)%	49	(66)%
PAT	189	222	(15)%	51	114	(55)%	137	(63)%

Balance Sheet: As on September 30th, 2024

All Amounts in ₹ Crores

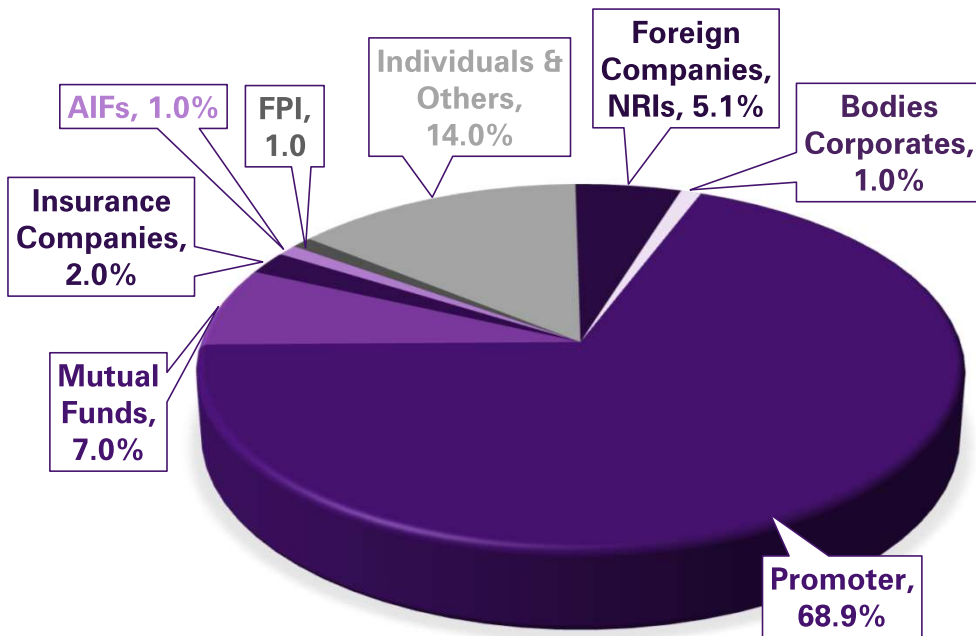


Particulars	September 30 th , 2024	September 30 th , 2023	Y-o-Y	June 30 th , 2024	Q-o-Q
CAPITAL & LIABILITIES	Audited			Limited Review	
Capital and Reserves	3,125	2,687	16%	3,119	0%
Deposits	19,496	13,965	40%	18,163	7%
Borrowings	1,998	1,902	5%	2,113	(5)%
Other Liabilities and Provisions	1,687	1,103	53%	1,497	13%
Total	26,306	19,658	34%	24,891	6%
ASSETS					
Cash and balances with RBI	2,545	1,305	95%	1,424	79%
Balances with banks and money at call and short notice	700	332	111%	2,067	(66)%
Investments	4,033	3,204	26%	3,761	7%
Advances (Net of provisions)	18,132	14,080	29%	16,834	8%
Fixed Assets	323	300	8%	311	4%
Other Assets	573	436	31%	496	16%
Total	26,306	19,658	34%	24,891	6%

Shareholding Pattern



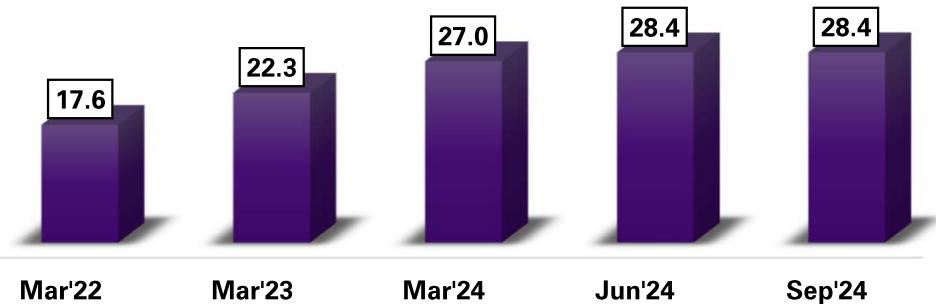
Bank Shareholders as on September 30th, 2024



Top 10 Shareholders as on September 30th, 2024

Utkarsh CoreInvest Limited
Mirae Asset (Mutual Funds)
Olympus ACF Pte. Ltd.
Aditya Birla Sun Life Trustee Private Limited
Bharti AXA Life Insurance Company Ltd.
Aavishkaar Bharat Fund
responsAbility Participations Mauritius
Massachusetts Institute of Technology Basic Retirement Plan Trust
Triodos Custody B.V. Acting in its Capacity as A C
ICICI Prudential Life Insurance Company Limited

Book Value Per Share



Diversified & Experienced Board



Board Members of the Bank



Parveen Kumar Gupta

Part Time Non-Executive Chairman & Independent Director

- Certified Associate of the Indian Institute of Bankers
- Previous associations with SBI as Managing Director & BoB as senior advisor
- Other key associations - Non-Executive Chairman - Future Generali Insurance, Public Interest Director & Chairman – NSDL



Kalpana Prakash Pandey

Independent Director

- Previously worked as the MD & CEO of CRIF High Mark Credit Information Company
- Was also associated with State Bank of India, IDBI Principal AMC and HDFC Bank Limited



Nagesh Dinkar Pinge

Independent Director

- Qualified CA & LLB (General)
- Previously associated with Tata Motors Limited, Reliance Retail Limited, ICICI Bank Limited and others



Govind Singh

Managing Director & Chief Executive Officer

- Certified associate of the Indian Institute of Bankers
- Previously associated with Utkarsh Coreinvest as MD & CEO, ICICI Bank as assistant general manager, Surya Fincap Limited, UTI Bank Limited, Allahabad Bank, State Bank of Patiala and Bank Internasional Indonesia



Ajay Kumar Kapur

Independent Director

- Previous associations include SIDBI as DMD, SIDBI Venture Capital Limited as CEO, MUDRA, Receivables Exchange of India Limited, CGTMSE, amongst others



Kajal Ghose

Independent Director

- Currently on the Board of Supervisors as a Member of the Afghan United Bank, Kabul
- Advisor to Datwise Analytics, Hyderabad
- Visiting faculty at IIMs, IIT, NIBM, IIBF, IIBM amongst others
- Previously worked as CGM at SBI, consultant with PayU Payments, Stratosphere IT Services and Kovid Group Analytics India



Muralidharan Rajamani

Non-Executive Director

- BFSI industry veteran (SBI, ICICI Bank, Edelweiss Tokio, L&T Financial Services) in Leadership positions.
- Independent / Advisory Board Member/Mentor
- Qualifications: BSc., MA, CAIIB and Executive Education Stanford University



Pramod Kumar Dubey

Executive Director

- Previously worked with ICICI Bank as the Head of Operations, Federal Bank
- Experienced in branch banking, P&L mgmt., etc.
- Served as an observer on the Board of Midland Microfin Limited
- CAIIB from Indian Institute of Bankers

Leadership Complementing Bank's Strengths



Senior Management Team



Govind Singh - Managing Director & Chief Executive Officer

- Over 25 years of experience in the banking and financial services sector and in particular the microfinance industry
- Previously associated with Utkarsh CoreInvest (Bank's Promoter) as MD & CEO and ICICI Bank Limited, UTI Bank Limited and State Bank of Patiala



Pramod Kumar Dubey – Executive Director

- Previously worked with ICICI Bank as the Head of Operations, Federal Bank
- Experienced in branch banking, P&L mgmt., etc.
- Served as an observer on the Board of Midland Microfin Ltd.
- CAIB from Indian Institute of Bankers



Sarjukumar Pravin Simaria

Chief Financial Officer

- Experienced in the field of financial management
- Worked at Edelweiss, Fino Payments Bank and HDFC AMC



Amit Acharya

Chief Risk Officer

- Experienced in Credit Underwriting & Risk Management
- Worked with ICICI Bank, Kotak Bank, Axis Bank



Abhijeet Bhattacharjee

Chief Information Officer

- Experienced in the field of information technology
- Worked with RBL as its head of digital channels, & UTI Bank, ABN AMRO, RBS



Hitain Sharma

Chief Human Resource Officer

- Experienced in the field of human resources and industry relations
- Worked at Aditya Birla Sun Life Insurance and Kotak Mahindra Bank as vice president - HR



Mukesh Singh Verma

Chief Compliance Officer

- Experienced in providing regulatory compliance services covering RBI regulations
- Worked with North East Small Finance Bank and AU Small Finance Bank



Muthiah Ganapathy

Company Secretary & Compliance Officer

- Responsible for managing the secretarial affairs
- Worked at Aditya Birla Housing Finance



Alok Pathak

Head - Assets

- Experienced in the field of risk and treasury management
- Worked at Yes Bank as executive vice president - risk management



Sanjay Sharda

Head - Consumer Banking

- Experienced in the field of banking
- Worked with HDFC Bank, Kotak Mahindra Bank, BNP Paribas, IndusInd, and Citibank



Vivek Kashyap

Head JLG – Sales - Micro Banking

- Experience of over two decades in Micro-Banking
- Previously worked with IIFL Samasta, SKS Finance Ltd., Utkarsh SFB



G.H. Vijay Raghava

Head - Treasury

- Experienced in the field of Banking & Treasury
- Worked at Suryoday SFB, ICICI Bank, Bank of India



Rahul Dey

Head - Operations

- Experience in banking and MFI sector
- Worked with Ujjivan Financial Service and Spandana Spoorthy



Umesh Arora

Head - Credit

- Experienced in the field of banking
- Worked at Axis Bank, IDBI Bank & Standard Chartered Bank



Rahul Sinha

Head-Collections, RCU & Data Analytics

- Experienced in the field of lending
- Worked at Bajaj Finance as its business head - MSME lending



Suchita Chatterjee

Interim Head - Internal Audit

- Experience in Audit function with banks and micro financial institutions
- Worked with Ujjivan, IndusInd Bank and Bharat Financials



Tech, ESG & CSR



Technology Setup to support Physical Infrastructure and Digital Requirement



Integrating ESG Sensitivities into our operations & decision-making



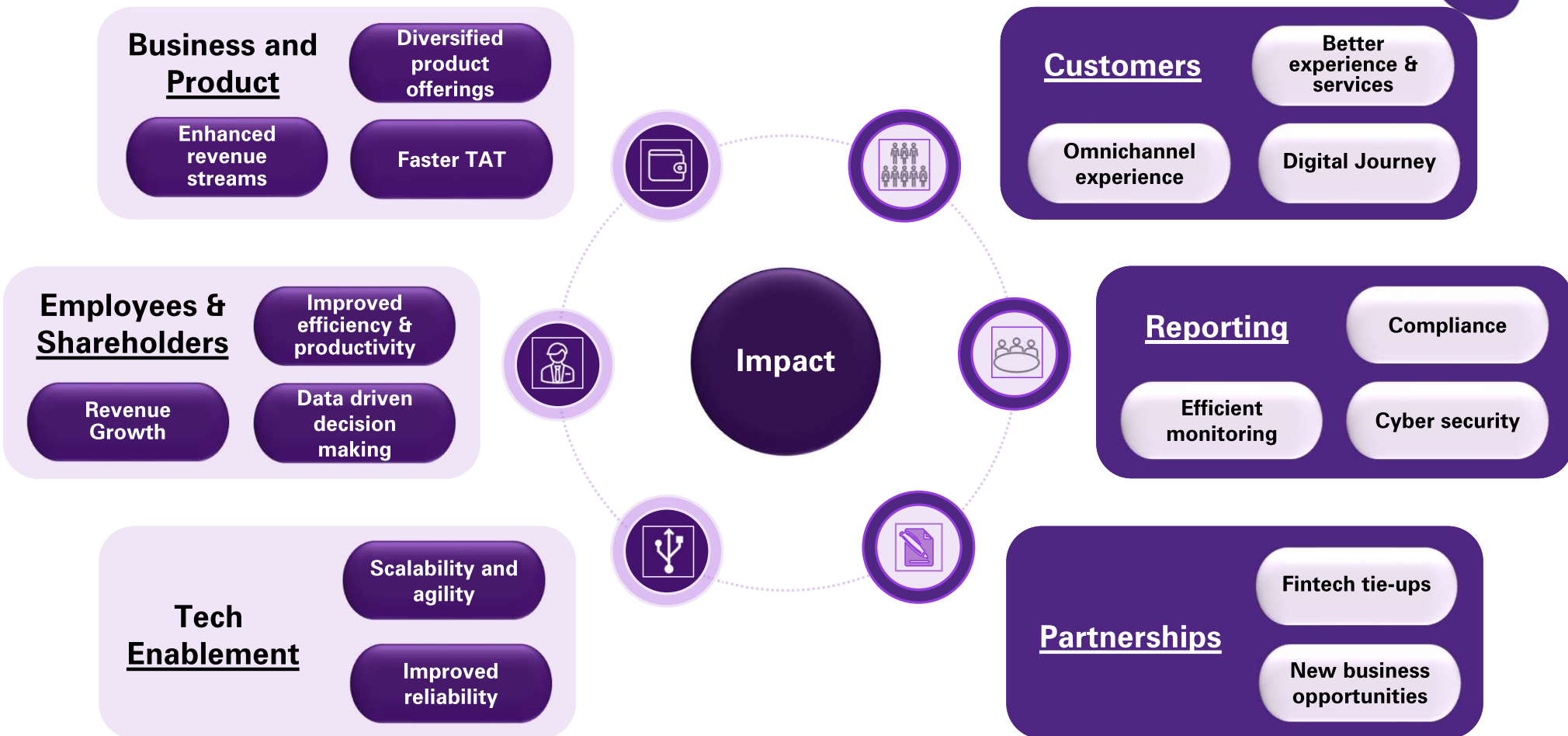
Contributing to the well-being of the society

Technology Setup to support Physical Infrastructure and Digital Requirement



P H Y S I C A L		
	Supporting extensive branch network of 967 branches	ISO 27001 Certification for IT operation
	Tab enabled feet-on-street for acquisition and collections	Micro ATM for Cash Withdrawal in Remote locations
D I G I T A L	Extensive Mobile and internet Banking for customer service	Robotic Process Automation for internal process automation
	E-sign and Digital contract for customer KYC and documentation	Multiple first time launches in Global Fintech Festival
	Data Lake for regulatory reporting	End to end digitisation on asset acquisition programs
	Digi Onboarding and U-Insta service for Digital acquisition of liability products	Video KYC for Onboarding and Customer personal discussion.

360-Degree Transformation → Bank Future Growth Ready



Business Technology Transformation (360-Degree Transformation)



Technology Cost*

~8% of Total Operating Expenses

Enterprise Level Digitisation touching Customers, Partners and Employees

3 Yrs. Transformation Journey Technology Cost*

9-10% of Total Operating Expenses

Future Growth Ready

- Core Banking Solutions (CBS)
- Loan Origination System (LOS)
- Data Lake and Data Analytics
- Cloud Computing
- Robotic Process Automation (RPA)
- Lead Management System (LeMS)
- Early Warning systems
- Network Strengthening
- Hardware upgradation
- Fintech Integration and API gateway
- Asset Liability Management and Anti-Money Laundering

- Adapt best in class
- Digital plus Physical co-existence
- Improve Reliability
- Strengthen Scalability
- Improved TAT to positively impact business performance and client servicing
- Digitized Customer Service & Experience
- Strengthened data driven decision making
- Explore new areas for innovation i.e. Artificial Intelligence use cases

*(including Depreciation)

Environment, Social & Governance



Environment

- Exclusion List
- Training and awareness
- Energy Saving
- Plantation
- Solar light
- Preserve water quality and availability
- ESG Risk Assessment



Social

- Service to Bottom of pyramid
- Inclusive finance
- Education Support
- Financial Literacy
- Priority Sector lending
- Women empowerment
- Income Generation Loan



Governance

- Diversified Board
- Board independence
- Strong Corporate Governance
- Risk Management Committee
- Audit Committee
- Customer Service Committee
- Nomination and Remuneration Committee

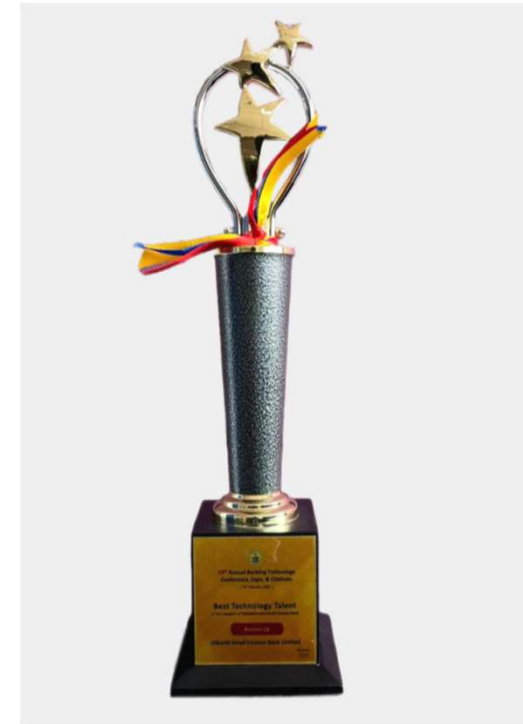


Awards & Accolades



Most Preferred Workplace 2023-24 (BFSI Edition) by Marksmen Daily

Credit Modeling & Risk Team of the Year Award at the India Credit Risk Summit & Awards 2024



Best Technology Talent at 19th Annual Banking Technology Conference, Expo & Citations

Awards & Accolades (Contd.)



**Employee Excellence 2023
by the Times Group – ET
EDGE**

**Best Customer Experience
Strategy by India Customer
Excellence (CX) Summit &
Awards 2023**



**Most Trusted BFSI Brands by
Team Marksmen Daily –
2023-24**

Utkarsh Welfare Foundation: CSR Initiatives



FINANCIAL AWARENESS

Lives Impacted
12,80,000+



HEALTH INITIATIVES

Lives Impacted
19,20,000+



**SKILL & ENTERPRISE
DEVELOPMENT PROGRAM**

Lives Impacted
43,000+



**VILLAGE DEVELOPMENT
PROGRAM**

Lives Impacted
21,000+



**OTHER PHILANTHROPIC
ACTIVITIES**

Initiatives
Blood Donation Camps,
Support to Old Age
Home & Orphanage,
Natural Calamities
Relief Initiatives, etc.

Utkarsh Welfare Foundation: CSR Initiatives (Contd.)



Financial Awareness



Polyclinic Camps



E-Clinics



Digital Smart Classes



Women Entrepreneurship



Blood Donation Camps



Village Development Program



Health Awareness



Learning Enhancement Program



Weavers Support Program



Support to Old Age Home



Agri Input Support

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